



Integrated Country Strategy

Kenya

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1. Chief of Mission Priorities

In more than 50 years of partnership, the United States and Kenya have developed deep political, economic, security, and cultural ties. Kenya is home to the largest U.S. mission in Africa, and more than 100,000 Americans live in or visit Kenya every year. As a leader in and a gateway to East Africa, Kenya is an essential U.S. ally in the region and its progress directly affects U.S. interests, as laid out in the 2017 National Security Strategy.

The Mission's overarching goal is to deepen the partnership between the United States and Kenya to advance security, prosperity, and democratic values for the benefit of both the American and the Kenyan people. We work to support and enhance Kenya's capacity to promote peace and security in the region. Beyond our governmental ties, the United States and Kenya have deep business, civil society, academic, and people-to-people relations that assist in achieving our strategic objectives.

While Kenya has made important progress, it faces formidable challenges, including strengthening democratic processes and governance institutions, confronting violent extremism, addressing corruption, bridging ethnic divisions, improving human rights, and creating employment. Kenya's success in addressing these challenges supports our interest in a just, secure, and peaceful world rooted in democratic institutions, respect for human rights, and economic prosperity.

Security and Regional Engagement: We seek to ensure that Kenya is stable, peaceful, and regionally engaged. Our security assistance supports Kenya's ability to prevent and respond to crime and terrorism threats and mitigate threats to stability, enhancing the security of Americans.

Ensuring the security of and assisting American citizens in Kenya is our top priority. Our strategy reflects the paramount importance of protecting U.S. citizens at home and abroad while facilitating legitimate travel. Our programs to assist U.S. citizens recognize the high risk of crime and terrorism, as reflected in the travel advisory for Kenya. Equally important is our engagement to protect Americans at home through improved visa controls and robust border and aviation security standards, given Kenya's ambitions to establish direct commercial air service between Kenya and the U.S. in 2018. These efforts support our economic interests in facilitating legitimate travel to benefit the relationship and the U.S. economy.

As a force contributor to the African Union Mission in Somalia (AMISOM), Kenya plays an essential role in our effort to defeat al-Shabaab, ISIS, and other terrorist organizations. The terror attacks in September 2013 at Westgate Mall and in April 2015 at Garissa University underscore Kenya's continuing vulnerability to terrorism. Although no major terrorist incidents occurred in 2016 or 2017, the February 2018 interdiction of five al-Shabaab members likely headed to Nairobi with a car bomb is cause for continued concern. We encourage Kenya to proactively help resolve regional political conflicts, either bilaterally or through regional institutions.

Advancing U.S. Economic Interests: Kenya is a key economic partner for the United States. It has the fifth-largest economy in sub-Saharan Africa and is a lower-middle-income country. It is critical to economic growth in East Africa. While agriculture continues to be the largest single economic contributor, Kenya is a significant tourist destination, and it hosts a dynamic and

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growing technology sector. To promote our economic prosperity interests, we focus on enhancing U.S. trade, investment and competitiveness, encouraging improved economic governance and an enabling business environment, and strengthening macroeconomic stability. We leverage key presidential initiatives such as the Global Food Security Strategy, the Power Africa and Trade Africa initiatives, and the African Growth and Opportunity Act.

U.S. Foreign Assistance and Glide-Path to Sustainable Development: We seek rapid and sustainable Kenyan economic development that reduces poverty, promotes health, and expands economic opportunity. Our goal is to promote a clear glide-path that takes Kenya to sustainable economic development. Investment in the Kenyan people and the development of health and education institutions are key development priorities. Ameliorating the impact of HIV/AIDS is a major part of our assistance. Our programs build research, surveillance, and detection capabilities to prevent the emergence of new pandemics. In education, we support institutional development and removing barriers to access, particularly for girls and disadvantaged groups. Kenya continues to make good progress on the Global Health Security Agenda, which protects both the American and the Kenyan people from bio-threats. Kenya hosts a large refugee population and we will continue to support durable solutions for its members.

Democracy and Governance: We seek to further deepen democratic reforms while strengthening rule of law, protecting human rights, and safeguarding civic space. Kenya continues to implement its 2010 Constitution, including devolution of power to local governments. Widespread corruption, however, poses a continuing risk to development.

Kenya's 2017 presidential election once again tested the country's democratic institutions. Our programs focus on strengthening institutions of good governance, enhancing the ability of civil society and the media to hold government accountable, and furthering national reconciliation. Promoting adherence to international and Kenyan human rights standards remains a key Mission priority.

U.S. Mission Nairobi: Operationally, Mission Nairobi's management platform works to sustain peak performance with limited resources. Our U.S. Direct-Hire (USDH) population is now twice the size that our management platform was originally configured to support. We continue to advocate for additional Direct-Hire support positions.

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2. Mission Strategic Framework

Mission Goal 1: Kenya is Stable, Peaceful and Regionally-Engaged, Ensuring Security of Americans and American Interests.

- Mission Objective 1.1:** Enhance U.S. citizens' security and well-being and increase border security.
- Mission Objective 1.2:** Enhance the capacity of Kenyan institutions to prevent and respond to security threats and contribute to regional peace and security within a rule-of-law framework.
- Mission Objective 1.3:** Improve Kenya's justice sector to become more fair, effective, efficient, and accountable.
- Mission Objective 1.4:** Kenya's regional opportunities leveraged, and external risks mitigated (CDCS DO4)

Mission Goal 2: Advance American Economic Interests in a Free, Fair, Reciprocal Economic Partnership with a Prosperous Kenya

- Mission Objective 2.1:** Promote U.S. trade, investment, and competitiveness.
- Mission Objective 2.2:** Improve economic governance, macroeconomic stability, and the enabling business environment.
- Mission Objective 2.3:** Economic growth opportunities, especially for young men and young women, catalyzed. (CDCS DO3)

Mission Goal 3: U.S. Foreign Assistance Encourages and Supports GOK Choices and Abilities to Advance Sustainable Development, Reduce Human Suffering, and Promote Clear Glide-Paths Toward Self-Reliance.

- Mission Objective 3.1:** Resilience of vulnerable populations and environments improved. (CDCS DO2)
- Mission Objective 3.2:** Save lives, enable livelihoods, reduce suffering, and strengthen resilience in populations affected by man-made and natural disasters.

Mission Goal 4: Kenyan Institutions Are Democratic, Independent, and Respond to Citizens' Needs While Protecting Rights as Enshrined in Kenya's 2010 Constitution.

- Mission Objective 4.1:** Key systems such as health, governance, and markets improved (CDCS DO 1)

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Mission Objective 4.2: National-level government institutions improve adherence to principles of separation of powers, rule of law, respect for civil society, and human rights.

Management Objective 1: Implement efficient and effective data driven systems to optimize management platforms to support Mission Nairobi.

Management Objective 2: Seek non-monetary ways of improving morale for locally engaged staff (LE staff, or LES) and ensure that allowances reflect current conditions in Kenya.

Management Objective 3: Provide safe and secure housing to Mission Nairobi.

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3. Mission Goals and Objectives

Mission Goal 1: Kenya Is Stable, Peaceful, and Regionally-Engaged, Ensuring Security of Americans and American Interests.

Description and Linkages: Kenya is a lynchpin for regional security, and an important ally of the United States. The United States has an interest in supporting the stability and territorial integrity of Kenya in a variety of ways, including through capacity-building assistance focused on counterterrorism, aviation security, border security, the justice sector, and other vital fronts. With significant U.S. investments in Kenya, as well as thousands of Americans working and living there, the United States and Kenya have a clear mutual interest in ensuring the stability of the latter. By extension, this stability is essential as a foundation for Kenya to lead in security-related efforts in East Africa, including through its significant investment in the African Union Mission to Somalia (AMISOM).

Mission Objective 1.1: Enhance U.S. citizens' security and well-being and increase border security.

Justification: The security of American citizens—in both Kenya and the United States—depends on strong relationships between Mission Nairobi and GOK security and consular counterparts. It is also inextricably linked to the integrity of Kenya's land, air, and sea borders. To achieve this objective, Mission Nairobi must improve American Citizen Services' capacity to respond to emergency situations, enhance information-sharing on border security issues, and support Kenyan security actors in strengthening border and aviation security and reducing vulnerability to soft-target terrorist attacks.

Objective 1.2: Enhance capacity of Kenyan institutions to prevent and respond to security threats and contribute to regional peace and security while adhering to rule of law and human rights principles.

Justification: With the range of security threats that Kenya faces, including terrorism, transnational crime, and spillover issues from unstable regional neighbors, Kenya must take an approach to its security posture that is comprehensive and based on rule of law so it can defend itself and maintain a leading role in ensuring the stability of the region. Specifically, U.S. capacity-building support to Kenyan law enforcement institutions will increase their ability to address terrorist and transnational crime threats while encouraging an approach based on rule of law so that new threats do not emerge. The U.S. prioritizes engagement with both GOK and civil society partners because our experience shows that they must work together effectively to prevent and counter conflict and violent extremism in a sustainable manner. Finally, the U.S. supports capacity-building assistance to the Kenya Defense Forces, given our shared priority that Kenya maintains its lead role as an effective regional stabilizing and peacekeeping force.

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Objective 1.3: Improve Kenya's justice sector to become more fair, effective, efficient, and accountable.

Justification: The Kenyan justice sector faces major challenges in effectively delivering justice. First, supporting the Kenyan interagency communication and capacity building would assist in improving information-sharing through the justice process. Second, a focus on improving case intake and investigations would improve case quality at the front of the justice chain, while improving the justice system through improved case management, alternatives to prosecution, usage of legal aid, would reduce backlogs and reduce overall frustration with the judicial system. In addition, more than 40 percent of the prison population comprises pre-trial detainees "remandees" who spend years in prison alongside convicted prisoners, increasing their vulnerability to violent extremist (VE) recruitment. Kenyan investigations and prosecutions also suffer from a lack of experience in converting intelligence leads into evidence and the inability to conduct wiretaps in all but terrorism-related cases.

Objective 1.4: Kenya's regional opportunities leveraged, and external risks mitigated (CDCS DO4)

Justification: In order to achieve greater success with regards to the ICS goals, an additional focus on the connection to leveraging opportunities and mitigating risks in the region to benefit Kenyans is imperative. Kenya's weak internal systems (i.e. governance, markets and health) have exposed the country to risks related to cross-border conflicts and acts of terrorism. Many border counties have been historically underdeveloped, and more vulnerable to violent extremism and conflict, Transboundary threats including gender-based violence, natural-resource conflicts and violent extremism. To address this issue, U.S. government (USG) programs will facilitate regional partnerships between the Kenyan government, private sector, civil society institutions, and communities. Efforts will strengthen Kenya's capability to prevent and respond to transboundary threats, as well as enhance cross-border cooperation. To prevent and address conflict and violent extremism (VE), the USG and partners will seek to build the capacity of governments in cross border targeted regions and cross-border counties, civil society, and the private sector, who are critical allies in the fight against local and cross-border transboundary threats, cross-border conflicts and terrorist threats. The USG will facilitate and further strengthen the capacity of border counties to sustainably finance and implement P/CVE county action plans (CAPs). It will also support them to undertake data-driven allocation of funding towards prevention activities as well as to improve citizen-sensitive government responsiveness that is within the rule of law. The U.S. government will continue to work with national, county, and local CVE cross-border stakeholders to support greater public awareness about CVE and conflict, decrease VE recruitment, increase trust between civil society and state actors, increase tolerance among different community and religious groups, decrease and work to establish and/or strengthen structures to improve response to VE, conflict, and other transboundary threats

Goal 2: Advance American Economic Interests in a Free, Fair, Reciprocal Economic Partnership with a Prosperous Kenya.

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Description and Linkages: Kenya's long-term sustainable economic growth and development is critical to U.S. interests, as it promotes political stability and creates new customers for U.S. goods and services. U.S. advocacy and assistance, including for the fight against corruption, helps to create an enabling environment that supports predictability and equal opportunity for U.S. companies in Kenya's regulatory environment. Our efforts support mutually beneficial trade and investment opportunities, creating jobs for U.S. and Kenyan workers, and fostering a reciprocal relationship that will continue to promote shared economic prosperity into the future.

Objective 2.1: Promote U.S. trade, investment, and competitiveness.

Justification: Paramount to the work we do overseas is ensuring that American companies have a level playing field to compete and provide U.S. goods and services. By advocating with Government of Kenya officials and other key actors, we help retain and create U.S. jobs, provide Kenya with world-class goods and services, and create mutually beneficial investment opportunities. We use a whole-of-government approach in this effort, coordinating with our interagency partners to effect regulatory and policy changes that enable U.S. companies to operate effectively with foreign competitors.

Objective 2.2: Improve economic governance, macroeconomic stability, and the enabling business environment.

Justification: The system of government institutions, laws, and policies that stimulate and regulate the Kenyan economy are critical to the management of the currency and interest rates, the ability to fund and expend public resources effectively, the efficiency and predictability of the business-enabling environment, and the social progress of Kenyan citizens. Ensuring that this system is strong, resilient to shocks, growth-oriented, and equitable to domestic and foreign participants—including U.S. businesses and investors—is foundational to any U.S. diplomatic or foreign assistance effort, as the absence of such stability may lead to reduced outcomes and reversals of progress. This objective will be achieved through engaging and supporting the Government of Kenya and other stakeholders who share an interest in greater economic growth and closer commercial ties with the United States.

Objective 2.3: Economic growth opportunities, especially for young men and young women, catalyzed. (CDCS DO3)

Justification: U.S. government efforts will focus on private sector engagement and collaboration with young women and young men to strengthen market linkages and competitiveness, to expand markets, increase access to business advisory services and capital to create jobs and opportunities for self-employment. Activities will improve linkages between youth, the private sector, and vocational skill development institutions (including educational institutions, apprenticeships, etc.) to match and cultivate the skills of young people with investment and market needs. These partnerships will unlock access to business advisory services and increase access to markets and capital. The U.S. government will facilitate platforms for young women and young men to advocate for, lead, and shape economic and social transformation. Together, expanded markets, skills aligned to market needs, improved business access to markets and capital, and youth agency to design and lead these efforts will lead to economic growth and job creation.

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Goal 3: U.S. Foreign Assistance Encourages and Supports GOK Choices and Abilities to Advance Sustainable Development, Reduce Human Suffering, and Promote Clear Glide-Paths Toward Self-Reliance.

Description and Linkages: Though Kenya has significantly improved its health and disaster preparedness status over the last several years, the country continues to face challenges in addressing maternal mortality, newborn deaths, HIV transmission, the malaria burden, early grade reading proficiency, capacity of teachers, and timely humanitarian response, all of which reflect significant resource and capacity constraints faced by government systems. Our goal is to promote a clear glide-path that takes Kenya to self-reliance. Investment in the Kenyan people and the development of sustainable health, education, and skills training institutions are key development priorities. Ameliorating the impact of HIV/AIDS is a major part of our assistance. Our programs also build research, surveillance, and detection capabilities to prevent the emergence of new pandemic threats. In education, we support early grade reading, and access, particularly for girls and disadvantaged groups. Our humanitarian assistance programs target vulnerable people and communities who have been impacted by droughts, floods, disease outbreaks, and conflicts, as well as by other natural and human-caused crises.

Objective 3.1: Resilience of vulnerable populations and environments improved. (CDCS DO2)

Justification: U.S. programs will empower Kenyan families and households to demand inclusive services to build resilience more broadly. Health programming will contribute to this objective by supporting the government, private sector, and other stakeholders to enhance the provision of quality and affordable health services. Education programs will train teachers to assess and group students by skill level to provide targeted practice in foundational reading skills; and employ youth-focused workforce development training.

Objective 3.2: Save lives, enable livelihoods, reduce suffering, and strengthen resilience in populations affected by man-made and natural disasters.

Justification: The U.S. commitment to humanitarian response, in partnership with the Government of Kenya, demonstrates America's compassion for vulnerable populations that are subject to forced migration, health and food insecurity, and other threats. The strength of this commitment derives from both our commitment to the international humanitarian framework and as a global leader. Humanitarian programs support the objectives of the U.S. National Security Strategy by addressing crises with potential regional (or even global) implications to reduce human suffering.

Goal 4: Kenyan Institutions are Democratic, Independent, and Respond to Citizens' Needs While Protecting Rights as Enshrined in Kenya's 2010 Constitution.

Description and Linkages: Kenya's 2010 Constitution provided a foundation for transformational change in Kenya's governance and economy, and effective devolution remains the key to unlocking the promise and potential of that constitution. Done right, devolution will

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propel other economic, social, and political reforms, increase government's accountability to citizens, promote greater inclusion, and reduce corruption and conflict. If devolution falters, Kenya's ability to respond to the will of its people will be compromised. While counties now have new significant responsibilities and power, they lack the capacity, resources and oversight structures to effectively improve services and meet the high expectations of their citizens. We have an opportunity to support the counties' capacity to respond. In addition, Kenya must deal with historical sources of tension, as well as critical political and institutional reforms, to advance the social cohesion and reconciliation that is essential for long-term political and economic stability.

Objective 4.1: Key systems such as health, governance, and markets improved. (CDCS DO 1)

Justification: To strengthen accountable governance and inclusive development, U.S. agencies will partner with Kenyan civil society, private sector, and public entities to facilitate Kenya's capacity and commitment to mitigate corruption and improve key systems. These partnerships will focus on helping Kenyan leaders be more accountable, ethical, and effective in driving change. They will also help institutions and organizations be more efficient, transparent, accountable, and responsive to citizens' collective demands. Kenyan voices will drive solutions to address key development challenges, and deepen devolution.

Objective 4.2: National-level government institutions improve adherence to principles of separation of powers, rule of law, respect for civil society, and human rights.

Justification: Following a protracted electoral period that exacerbated ethnic and political tensions and reduced civic space, national cohesion and reconciliation efforts are needed to address long-standing grievances and mitigate medium- to long-term violence risks. President Uhuru Kenyatta and opposition leader Raila Odinga's announcement of a national dialogue process offers an opportunity to promote national cohesion and make substantive legal and institutional reforms to promote a free, fair, credible, and peaceful 2022 electoral process. In particular, the legitimacy and independence of Kenya's institutions are critical to consolidating the country's democratic gains. We will support the protection and expansion of civic space, including by supporting an active civil society and a free press, as indicated in Kenya's 2010 Constitution, promoting more inclusive political discourse, and strengthening Kenya's institutions. Supporting Kenya's democracy and democratic institutions will further the nation's economic development and foreign investment operating environment, and promote Kenya's long-term stability. Support for key democratic institutions, national reconciliation, and civic space is a priority for the U.S. Government and other like-minded donor partners, and the Mission is coordinating both diplomatic and programmatic efforts closely with international counterparts.

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4. Management Objectives

The U.S. Embassy in Nairobi, the largest U.S. mission in Africa and the 13th-largest overall U.S. mission in the world, is a multi-dimensional mission reflecting the sustained importance of Kenya and East Africa as a stable regional hub to support U.S. interests throughout East Africa. In addition to the bilateral mission, the Embassy hosts the U.S. Mission to the United Nations, known as USUN, and the separate bilateral U.S. Mission to Somalia (SOM). SOM is currently based within U.S. Embassy Nairobi and is under the authority of the SOM Chief of Mission, but coordinates closely with Mission Nairobi and is dependent on Mission Nairobi for day-to-day management support. In addition to more than 31 USG agencies, Nairobi also hosts military personnel who remain under the operational authority of the U.S. military command for Africa (AFRICOM). Despite U.S. staff reductions in the wake of the 2013 Westgate terror attack, subsequent staff increases at the Mission have stretched facility resources and have made it more challenging to ensure an operational and safe environment for Mission staff. The Chancery and USAID building are full, requiring 26 Americans (25 of whom work at GOK facilities, along with 114 LES) and 264 LES to work in off-compound, vulnerable locations.

The Management Team has developed a comprehensive strategy to address management, infrastructure, and operational priorities to improve efficiency, effectiveness, cost savings, and service delivery for a continually expanding Post. The Mission plans to support additional growth, impacting Mission personnel by coordinating with the State Department's Bureau of Overseas Buildings Operations (OBO) to provide safe and secure housing and office space to the population. While these plans are created and executed, the Management Team is working to identify ways to accommodate growth within existing space constraints.

Management Objective 1: Implement efficient and effective data-driven systems to optimize management platforms to support Mission Nairobi.

Justification: The Mission's role in reaching out to the people of Kenya is growing in parallel with the increasing importance of Kenya in Africa. The Mission Nairobi Management Team supports more than 1,500 staff across 53 agencies billed by the International Cooperative Administrative Support Services (ICASS), providing general services, human resources, information technology, financial management, medical, facility management, and customer service center (CSC) services. All management sections strive to provide the highest-quality service to ensure that maximum ICASS benefits are delivered to all subscribers while maintaining fiscal discipline. A top management priority is to leverage its capabilities to support changing Mission policy objectives while maintaining appropriate management controls.

Management Objective 2: Seek non-monetary ways of improving morale for LE staff and ensure that allowances reflect current conditions in Kenya.

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Justification: LE staff wages stagnated for three years because of a worldwide wage freeze. The wage increases granted in 2016 and 2017 have boosted the Embassy's competitiveness, but resource constraints will limit additional wage increases. Re-competing the life and health insurance contracts will result in coverage that is more responsive.

Management Objective 3: Provide safe and secure housing to Mission Nairobi.

Justification: The Mission requires more space and secure housing for our increasing staff. Mission Nairobi, working with OBO and Diplomatic Security, is seeking to establish a build-to-lease agreement, which will meet our needs over the next few years. In moving to a complex, services will be centralized and will include greening initiatives. This compound will enhance residential security by replacing residences spread throughout greater Nairobi to a more secure single location. While Post anticipates a spike in costs in FY2020 due to the cancellation of current leases (such as dual lease costs), moving, and make-ready costs, it should realize full cost-savings of this new residential housing compound coming on board by FY2021.

Management Objective 4: Provide more secure and efficient workspace for Mission employees by constructing a New Office Annex (NOX).

Justification: The NOX, construction of which began in 2018, will provide better workspace for employees to reach mission goals. The project will move vulnerable positions that are now housed in facilities off the main Embassy compound into a secure, standards-compliant, NOX on the Embassy compound, and will address Post's significant space-related staffing growth and space constraints. This new space will allow the Mission to function at its full potential, without the current distractions caused by outdated facilities and the disrupted sense of community that stems from our sprawl across multiple locations. By centralizing our operations at the new facility, we expect to engender a greater sense of community and improve the efficacy and efficiency of our operations.

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